Defense Acquisition University

Knowledge Management Overview
DAU Board of Visitors
22 May 2008

Supporting the Defense Acquisition Workforce through Knowledge Management

"Knowledge Is Power, but Knowledge Shared Is Power²"

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework

Draft ver. 4.7. May 21, 2004

Three DOD Decision Support Systems Effective Interaction is Essential

The Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase specific entrance criteria and statutory requirements

This chart is a classroom aid for Defense Acquisition University students. It provides a notional illustration of the interfaces among the three major decision support systems used to develop, produce, and field a system for national defense. Defense acquisition is a complex process, with many more activities than shown here, and many concurrent processes that cannot be properly displayed on a two-dimensional chart. Supporting information is on the back of this chart. For more detailed information see the Acquisition, Technology & Logistics Knowledge Sharing System (http://akss.dau.mil).

Concept Refinement Phase — Refine initial concept. Develop Technology Development Strategy

Technology Development Phase — Reduce technology risk and determine appropriate set of technologies to integrate into a full system.

System Development & Demonstration Phase — Develop a system or increment of capability; reduce integration and manufacturing risk; ensure operational supportability; reduce logistics footprint; implement human systems integration; design for producibility; ensure affordability and protection of critical program information; and demonstrate system integration, interoperability, safety, and utility.

Production & Deployment Phase — Achieve operational capability that satisfies mission needs.

Operations & Support Phase — Execute a support program that meets operational support performance requirements and sustains the system in the most cost-effective manner over its total life cycle. Dispose of the system in the most cost-effective manner at the end of its useful life.

MS A | MS B | DRR | MS C | FRP DR

Decision Points/Milestones: CD | ICD | Draft CDD | CDD | CPD

Low-Rate Initial Production | Full-Rate Production/Deployment | Sustainment | Disposal

IOC | FOC

Validated and approved CDD and CPD for each increment of an evolutionary acquisition

Joint Capabilities Integration & Development System (need driven)

Initiate Evolutionary Acquisition Strategy

Evolutionary Acquisition Strategy

Increment II | Increment III

Oversight & Review

Contracting

Major Products

Logistics/Technical — Systems Engineering, Test & Evaluation, Supportability

The Challenge

DoD's Big "A"cquisition Systems and Processes

Cost $ — Cost Estimation Methods: Analogy | Parametric | Engineering | Actual Costs

Types of Funds: RDT&E – Advanced Technology Development | RDT&E – Adv Component Dev & Prototypes | RDT&E – Systems Development & Demonstration | RDT&E – Management & Support | Procurement | Operations & Maintenance

Appropriated Funds To Support Contracts

Planning, Programming, Budgeting, & Execution Process (biennial calendar driven)

On Year | Off Year

Military Departments & Defense Agencies | OSD & Joint Staff | White House

POM/Budget Formulation — PCP/BCP Prep (August)

POM/Budget Submit — PCP/BCP Submit (September - November)

SLRG Reviews | PDM(s) | ISSUES

Strategic Planning Guidance — Off Year Optional (October)

Joint Programming Guidance — Off Year Optional (April / May)

Joint Planning Document | National Military Strategy | National Security Strategy

Fiscal Guidance | FYDP updated

PBD Cycle (October - November) | Final PBDs (November) | MBI (December) | DoD Budget (January)

OMB | President's Budget to Congress (February (1st Monday))

DoD Testimony | DoD Appeals | Allocatio | Apportionment

Congress: Budget Committees | Authorization Committees | Appropriation Committees | Authorization/Appropriation Acts Passed (February - September)

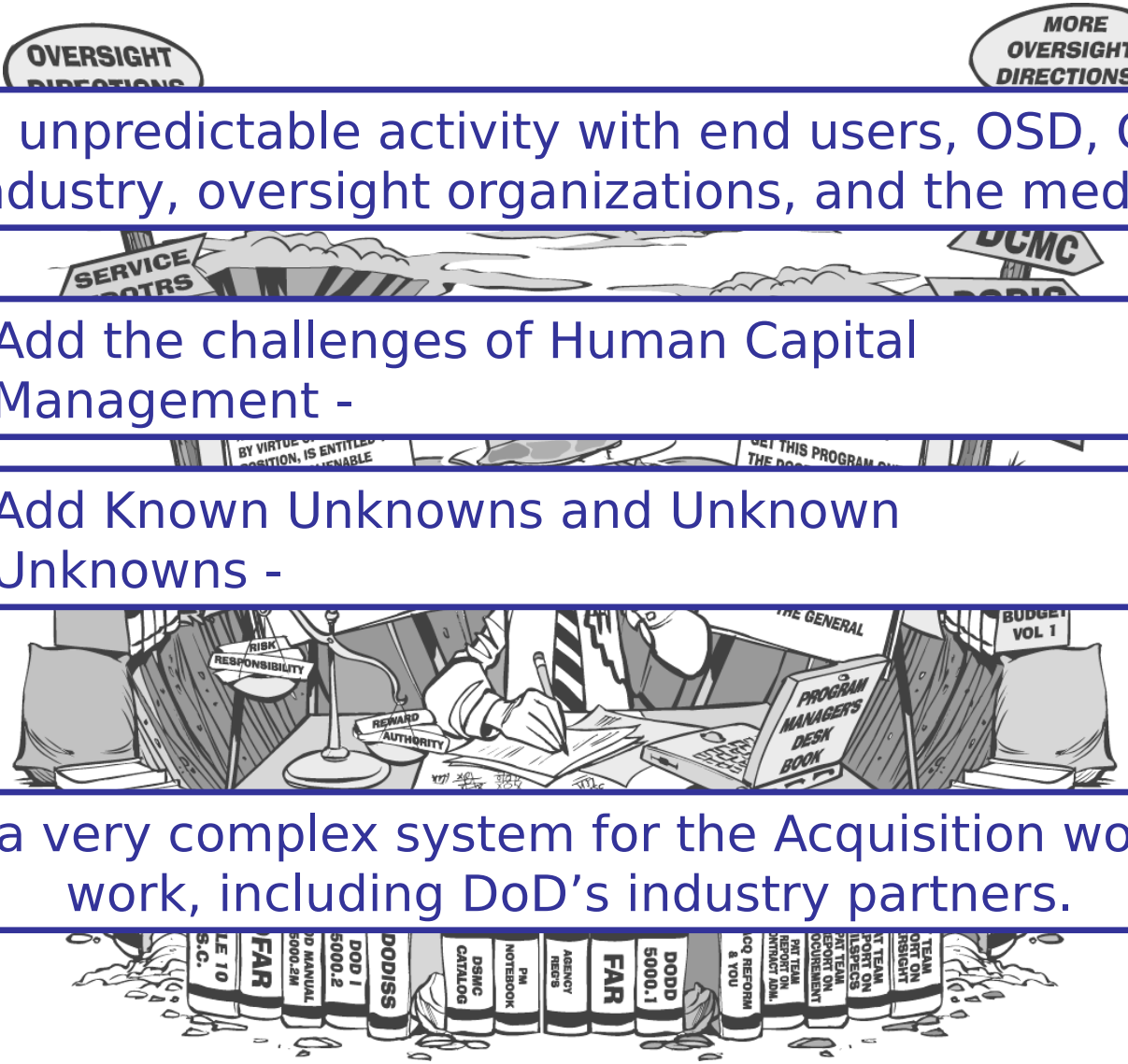
The Acquisition Warrior

Defense Acquisition University

Add the unpredictable activity with end users, OSD, Congress, industry, oversight organizations, and the media -

Add the challenges of Human Capital Management -

Add Known Unknowns and Unknown Unknowns -



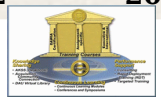
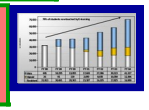
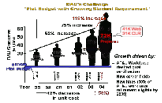
You get a very complex system for the Acquisition workforce to work, including DoD's industry partners.

KM/Organizational Learning Timeline

Defense Acquisition University

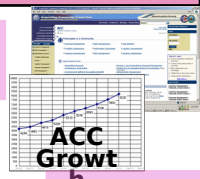
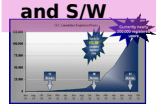
1996 1997 1998 1999 2000 2001 2002 2003 2004

Organizational Alignment, Strategy, People, Process

- Sep 98 DAU Transition Plan
- Frank Anderson appointed DAU President 31 Oct 00
-
- Performance Learning Model Introduced Jul 02
- 
- Feb 03 DAU awarded National Accreditation
- Cycles of Leadership
- Re-structure DSMC
- Established course workspaces
- Established KM Officer position
- Jan 02 - 3 KPO positions established
- Oct 02 Transition to Contribution-based evaluations (AcqDemo for NSPS)
- 01 DAU reorganized to five regions
- May 02 Instituted KM Contribution Factor for Faculty
- Nov 99 USD(AT&L) Directs KM RIT
- Jun 00 USD(AT&L) Directs KMS & CoPs
- V1 eLearning Roadmap published
- Jul 02 V2 eLearning Roadmap published
- 
- 

FY03 - 06 97% increase in contact hours above formal training (870K to 1.7M hours)

Products, Technology

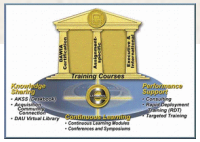
- EPMC Extranet
- Feb 01 PM COP RIT w/OSD
- CoP Implementation Guide.
- 
- Oct 01 Launch PMCoP @PEO SYSCOM Conference.
- Mar 03 PMCoP transitions to DAU.
- ACC Growth
- Market Analysis 200 Products Evaluated.
- Jul 03 PMCoP changes to ACC "system"
- Expanded ACC Servers and S/W
- 
-
- Oct 02 Conversion to Tomoye Simplify product.
- Oct 04 Conversion to Simplify 4.1.
- Jun 01 1st CL modules go online
- FY02 33 CLMs online & 12K+ registered users
- FY03 54 CLMs online & 123K+ registered users
- FY04 70+ CLMs online & 200K+ registered users
- Jul 96 Deskbook goes online
- Aug 02 Deskbook transitions to DAU.
- AKSS V1.0
- AKSS V2.0
- AKSS V3.0
- Oct 04 DAG
- Jul 98 Virtual Campus LMS goes online
- May 2003 Java based and SCORM LMS upgrade ATLAS Pro
- LCMS Selection SumTotal

KM/Organizational Learning Timeline

Defense Acquisition University

2005 2006 2007 2008 2009

Organizational Alignment, Strategy, People, Process



Learning Asset Management Plan (LAMP) signed by FJA 19 Sep 06

AT&L Competency Models Development and Gap Analysis Tools

Core + AT&L Certification Model development & implementation

DAU identified as Director for Human Capital Initiatives for AT&L Workforce

Human Capital Strategic Plan Development (V3)

Jul 05 V3 Performance Learning Roadmap published

Engaged Learner Architecture (ELA) Model developed

LAMP IPT May 08

DAU Intranet Portal deployed (Mar 06) SS2003

DAU Intranet Portal Upgrade MOSS2007/Ecco 2.0

Products, Technology

PBL Toolkit Deployed Oct 05 First PPLT Prototype

PPLT Guide Published(Mar 07)

Defense ACQ Portal (DAP) Development (targeted Mar 09)

Add Web Parts/Services & Personalization

ACC - Ecco 2.0 transition (targeted Aug 08)

DARPA iLink Pilot

ACC search for scalable solution to grow beyond 20K.

ACC - Ecco transition complete 20 JUN 06.

CoP Guide Upddated (Oct 07)

Host new 5000 and DAG on ACC

IFC Major revision

New JCIDS on ACC and link to DAG

CoP Implementation Guide Updated Feb 05.

IFC deployed JUL 05

ACC Metrics in Datamart (June 07)

Con CoP to Con Portal (Oct 07)

All KM Metrics in Datamart (Sept 08)

BPCh Program Management transitions to DAU.

BPCh Concept Phase and Full Scale Development. V1.0 first phase deployed (Mar 08) with practice content for Systems Engineering (SE) and Software Acquisition Management (SAM)

V2.0 development Add Con, Log, PM

V3.0 development Add BCEFM, Reqts

ACQuipedia Concept

ACQuipedia Development V1.0

ACQuipedia Development V2.0

AAP metrics in Dashboard

AAP Upgrade (MOSS2007/LSS)

ACQuire Search Capability Deployed JUL 05

Video search study – Not affordable now finding

ACQuire developed for FAI

Advanced Search study – Focus on Video Search and personalized search

CLMs transition to Virtual Campus

LCMS Deployed

ELA development of LEADR(s) – Atlas, BlackBoard, Living Library, CRMS

Supporting the Defense Acquisition Workforce through the DoD AT&L Knowledge Management System of Systems

Defense Acquisition University

AT&L Knowledge Sharing System
Your one stop source for AT&L information

Central Repository

- Home for Policies and References
- Defense Acquisition Guidebook
- AT&L Integrated Framework Chart (IFC)
- Ask A

AKMS Info Site

https://acc.dau.mil/at&lkm

Best Practices Clearinghouse
Connecting you to Government and Industry Best Practices

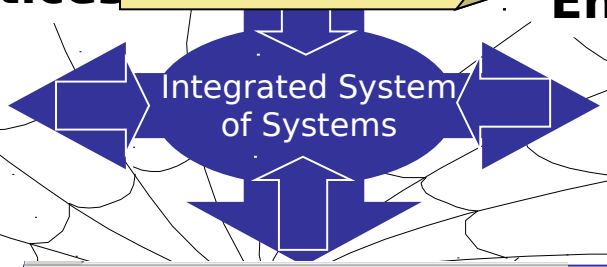
https://akss.dau.mil

AT&L ACQuire
A value added DAU Search Service for the AT&L workforce

DoD & Industry Best Practices

- Stand alone practices with evidence resource
- Integration with ACC CoPs for collaboration/input on best pra
- In arch ind

https://bpch.dau.mil



Enterprise Search System

- Stand-alone search for workforce
- Integrated search for AKSS, DAU Homepage, Intranet
- Searches open areas of ACC

https://acquire.dau.mil

Acquisition Community Connection
Where the AT&L Workforce Meets to Share Knowledge

Collaborative Tool Where the Workforce Contributes Knowledge and Interacts to Share "Know-How"

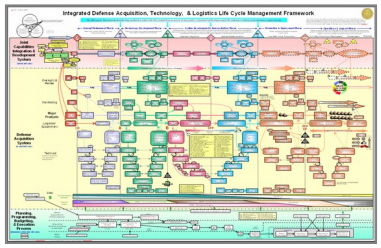
- Communities of Practice
- Special Interest Areas
- Limited Access Workspaces
- Workflow Learning Tools
- IFC Templates
- Defense Acquisition Guidebook FY-08
- We

https://acc.dau.mil

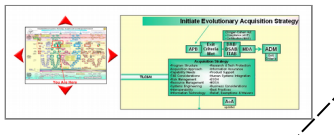
Process Performance & Learning Tools

Closing the "learning – doing" gap

Knowledge Gateway



AT&L Integrated Framework (master process flow)

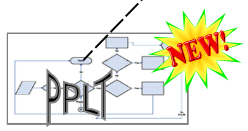


Chart/flow element *"Initiate Evolutionary Acquisition Strategy"*

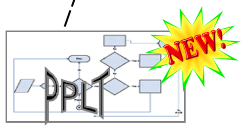
Knowledge Cross-

Mandatory Policy – Public Law and Regulatory
DoD I 5000.2 - Acquisition Strategy
Guidance – Defense Acquisition Guidebook
Defense Acquisition Guidebook Chapter 2.3 - System Acquisition: Acquisition Strategy
Defense Acquisition Guidebook Chapter 2.3.1. - Program Structure
Defense Acquisition Guidebook Chapter 2.3.19. - Additional Acquisition Strategy Topics
Defense Acquisition Guidebook Chapter 2.3.2. - Acquisition Approach
Defense Acquisition Guidebook Chapter 2.3.16.1.2. - Building Competition into Individual Acquisition Strategies
Defense Acquisition Guidebook Chapter 6.3.3.4 - Support Strategy and Acquisition Strategy
Definition/Overview Information
DAU Glossary - Acquisition Strategy
DAU and other DoD Guides, Handbooks, Templates, Etc.
Introduction to Defense Acquisition Management (7th Edition September 2005)
DoD Communities of Practice
ACC/PM Community of Practice - Acquisition Strategy
Examples, Leadership Guidance, Etc.
TBD * but several are expected to be loaded to PMCoP
Training Material
Defense Acquisition Tutorial
DAU "Ask-A-Professor" Database
Ask-A-Professor - Acquisition Strategy

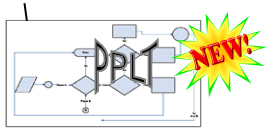
Today…



Building Competition into Acquisition Strategies PPLT



Developing Competitive Elements PPLT



Developing Acquisition Strategy PPLT

PBL Toolkit

Learning

PPLTs close this gap

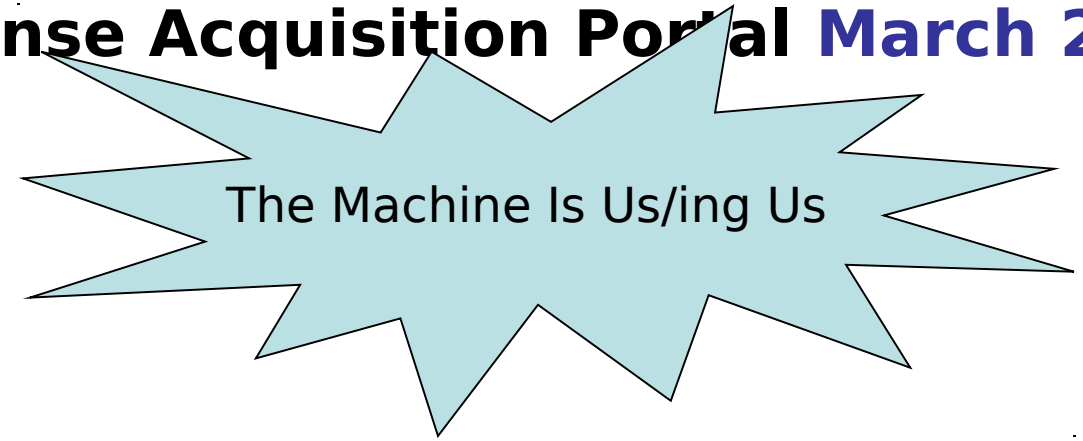
Doing

Doing

Learn. Perform. Succeed

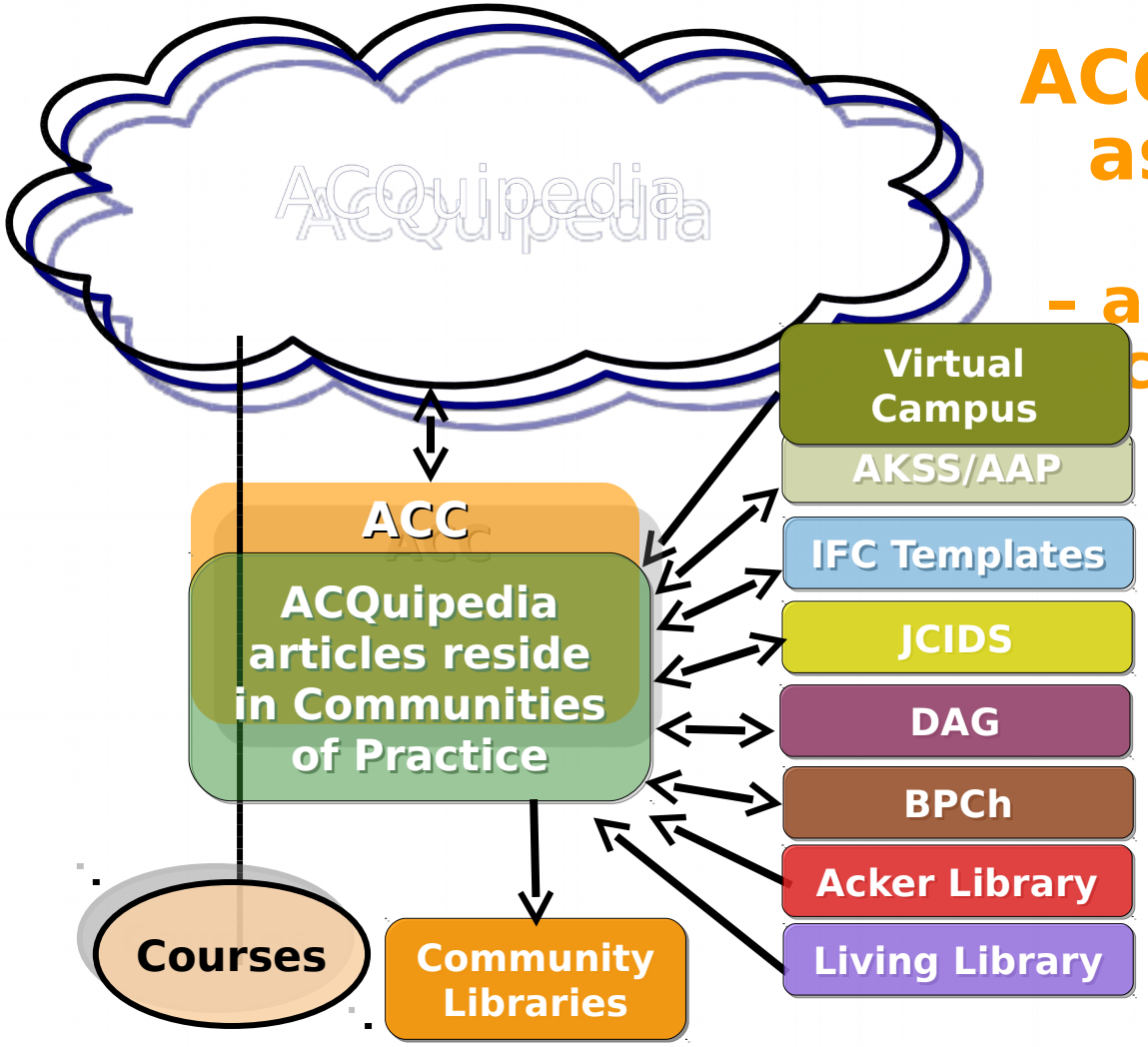
What's In The Future?

- **Investigating the power of "social networking" and Web 2.0 tools in all AKMS systems.**
  - **Web 2.0 CoP tool Upgrading ACC August 08**
  - **AQUipedia October 2008**
  - **Defense Acquisition Portal March 2009**



ACQuipedia Concept of Use

Defense Acquisition University

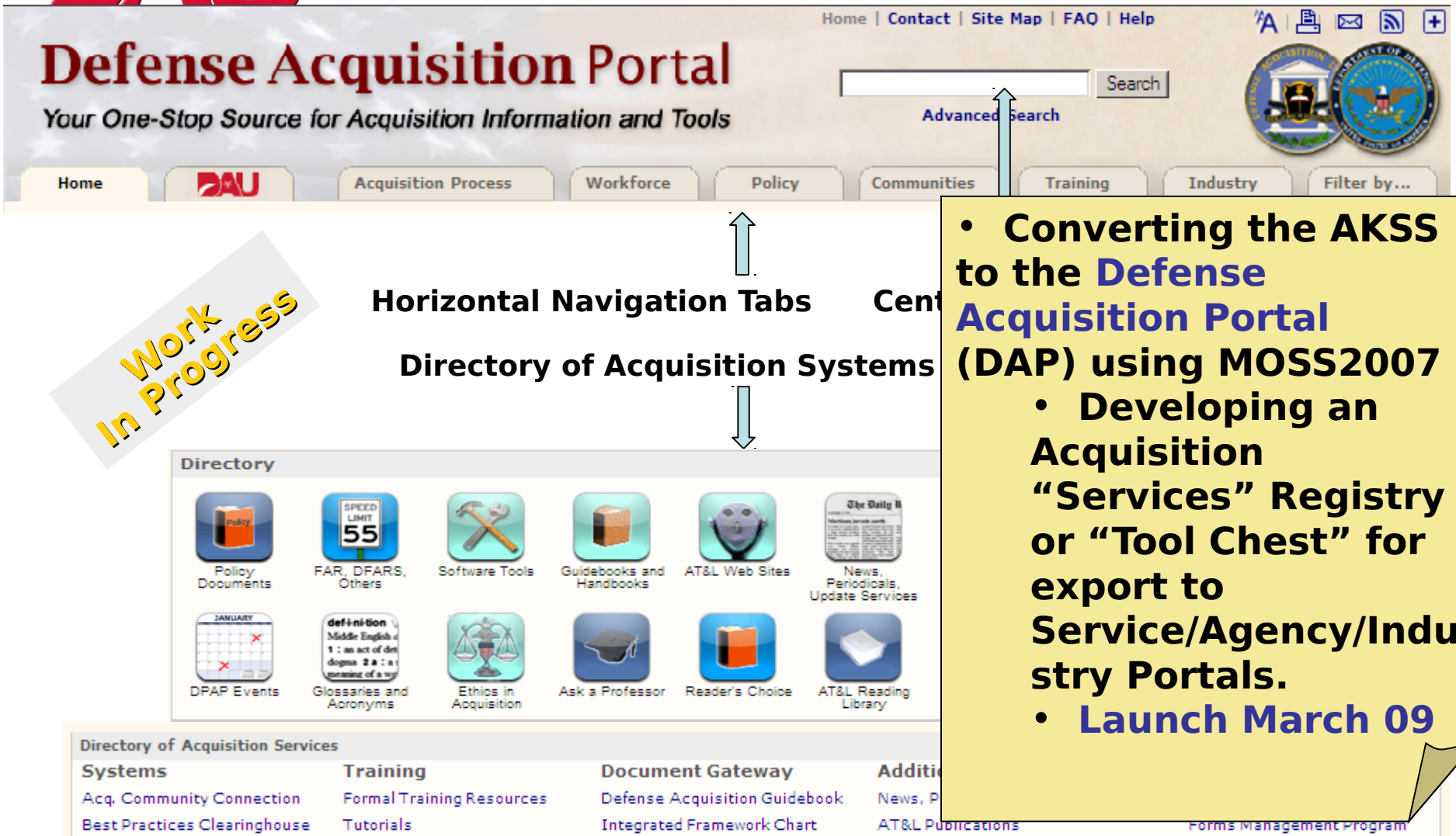


ACQuipedia serves as a knowledge gateway – an encyclopedia to acquisition related topics

- ACQuipedia articles reference Virtual Campus, AKSS, AAP, IFC, JCIDS, DAG, BPCh, Acker Library, Living Library content
- Community libraries draw content from ACQuipedia pages
- Courses reference ACC and ACQuipedia as source of content
- Faculty could use ACQuipedia in the classroom as THE go to reference. Use of TriZenter provides quick access to course references, and "let's find out"

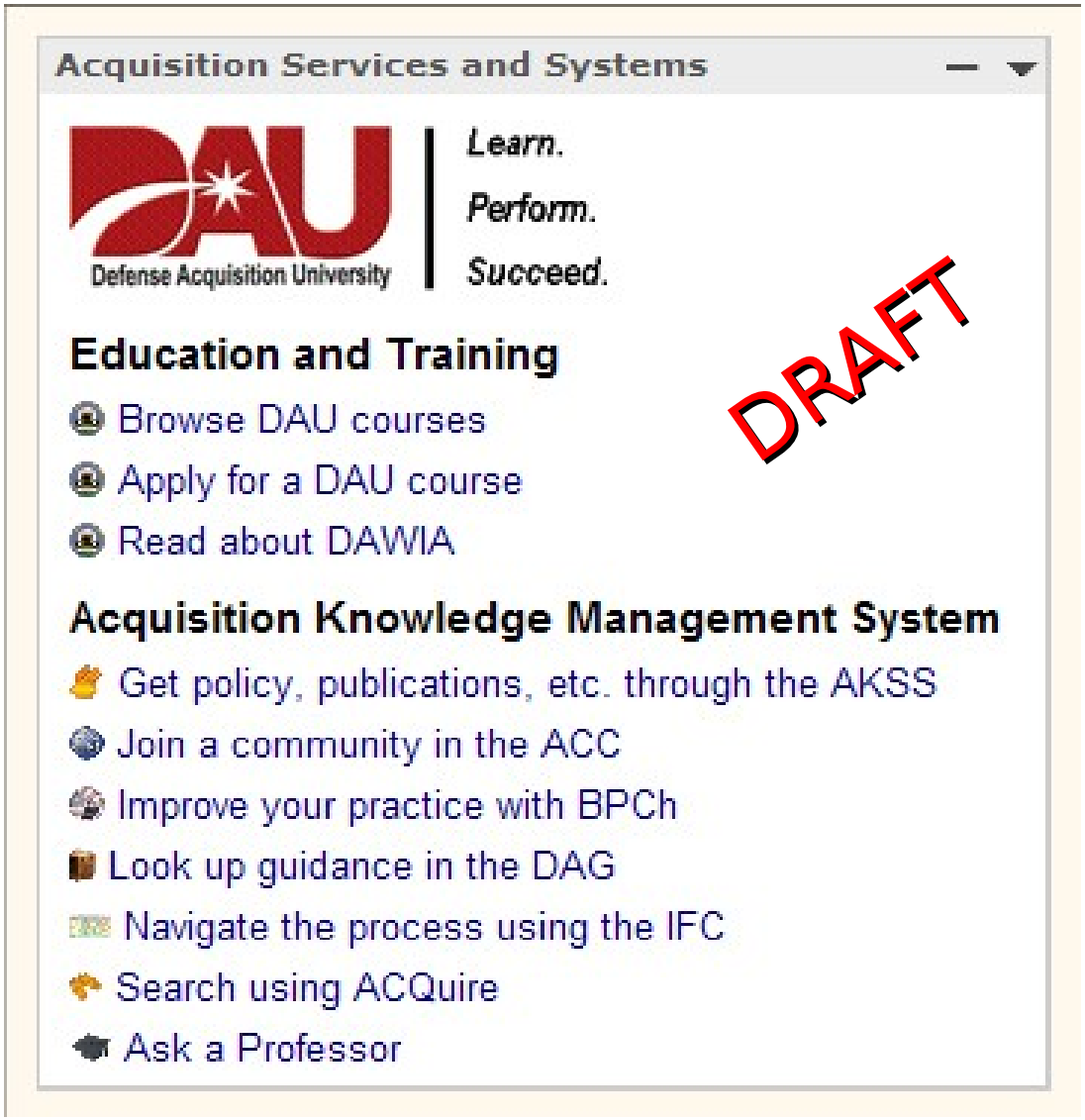
Prototype ACQuipedia

DAP Home Page Elements



- **Converting the AKSS to the Defense Acquisition Portal (DAP) using MOSS2007**
  - **Developing an Acquisition "Services" Registry or "Tool Chest" for export to Service/Agency/Industry Portals.**
  - **Launch March 09**

An Exportable DAU Web Part



What's In The Future?

- **Developing a DAU Learning Assets Portal Service - providing classroom materials, DL courses/modules, videos, podcasts, and webcasts.**
  - **Similar to MIT's Open Campus system**
  - **Provides "reachback" to continuously updated assets.**
  - **Service available March 09 with DAP.**
  - **26 DL Course modules and 167 CL modules available now through DAU's virtual campus**

Defense Acquisition University

What's In The Future?

- **Building More Process Performance and Learning Tools inside the CoP tool**
  - **Leveraging ALL DoD/DAU assets.**
  - **Starting in FY09**
  - **Major new product line for DAU**

DAP Search Results Page (Mockup)

Home | Contact | Site Map | FAQ | Help
Defense Acquisition Portal
Search
Advanced Search
Home
DAU
Acquisition Process
Workforce
Policy
Communities
Training
Industry
Filter by...
Search Again
Analysis of Alternatives
Search
Within results
Main - All Search Results
Your search on "Analysis of Alternatives" returned 500+ documents.
Definition of "Analysis of Alter
Analysis of Alternatives (AoA) - The e
operational suitability, and estimated co
analysis assesses the advantages and
capabilities, including the sensitivity of
variables. The AoA is normally conducte
Acquisition Framework to refine the sys
(ICD) approved at the Concept Decision
https://akss.dau.mil/jsp/glossary.pdf
Analysis of Alternatives
Analysis of Alternatives - Overview: Th
(OD/PA&E), provides basic policies and
process. For Acquisition Category ID ar
https://acc.dau.mil/communitybrowser.aspx?id
Analysis of Alternatives
I am looking for a DoD template for pres
exists) or a good example of a presenta
provide a DoD template for an Analysis
https://akss.dau.mil/askaprof-akss/qdetail2.asp
Analysis of Alternatives (CLM
Analysis of Alternatives - 1 of 11 - Mo
Alternatives (AoA) Continuous Learnin
• Advanced search and discovery "engine", including video search.
• Initial options study completed by CSC.
• Follow-on detailed study and demonstrations to start June 08.
• AKMS incorporation Mar 09 with DAP
Results in Glossaries (11)
Analysis of Alternatives
AoA
All-Source Analysis Branch (ASAC)
Show in Main Results Window
Results in Policy Documents (421)
32 CFR 989
MARCOR Systems Cost Analysis Handbook
Joint Warfighter S&T Plan
Show in Main Results Window
Results in the DAG (248)
Analysis of Alternatives
Inputs to the Systems Engineering Processes in...
Summary of Outputs of the Systems Engnieering...
Show in Main Results Window
Results in DAU Courses (500+)
SYS 101 - Fundamentals of Systems Planning, Research...
BCF 103 - Fundamentals of Business Financial...
Performance Based Logistics (CLL 011)
Show in Main Results Window
Results in Forms, Tools, Sites (279)
RiskAoA
Present Worth Computation
Web-Life Cycle Cost Analyzer
Show in Main Results Window

DAP Search Results Page (Cont.)

Director, Program Analysis and Evaluation (OD/PA&E), provides basic policies and guidance associated with the AoA process. For Acquisition Category ID and IAM programs, OD/PA&E...
https://akss.dau.mil/dag/DoD5000.asp?view=document&rf=GuideBook\IG_c7.8.3.4.asp

Environmental Impact Analysis Process, 32 CFR 989 - Analysis of Alternatives

§ 989.8 **Analysis of Alternatives**. - (a) The Air Force must analyze reasonable alternatives to the proposed action and the "no action" alternative in all EAs and EISs, as fully as the proposed action alternative. (b) "Reasonable" alternatives are those that meet the underlying purpose and need for the...
http://edocket.access.gpo.gov/cfr_2001/julqtr/pdf/32cfr989.8.pdf

MARCOR Acquisition Procedures Handbook: 5. Analysis of Alternatives (AoA)

The only analysis, however, that reference (a), Part 2, requires for mandatory presentation at Milestone (MS) Decisions is the **Analysis of Alternatives** (AoA). The AOA process includes a simple comparison of the products of competing sub-system producers (described as a Tailored Executive Analysis....
https://akss.dau.mil/Documents/Policy/Procs06.doc

ACQ 201A - Intermediate Systems Acquisition Course

Analysis of Alternatives Summary Report - Firebird UAV - Option 1: Recoverable Unmanned Aerial Vehicle (UAV) - This concept consists of a UAV carrying releasable munitions. It uses the air vehicle from the X101 Advanced Concept Technology Demonstration (ACTD) recently demonstrated by the...
https://learn.dau.mil/CourseWare/83_5/m1l1/documents/analysis_of_alternatives_-_summary.html

Acquisition Domain: Leading Transformation

Acquisition Domain Sourcing **Analysis of Alternatives** (AOA) - Acquisition Domain is planning for the future sourcing environment by conducting a Sourcing Analysis of Alternatives - Current: All Components are participating in the AOA process, led by Air Force, Initiated AOA in November 2003...
http://www.fai.gov/pdfs/lisaromney.ppt

Software Tools - RiskAoA (Predictive Risk Analysis for the AoA process)

Description: RiskAoA is a simple to use Excel and Visual Basic-based program that allows the predictive and quantitative assessment of Risk. Its origins are in the **Analysis of Alternatives** acquisition management cycle, though it can be utilized in many situations. The results of RiskAoA...
https://akss.dau.mil/Lists/Software%20Tools/DispForm.aspx?ID=63

< previous 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | next 10 >

Results in the ACC (500+)

Analysis of Alternatives
Stage 6: Perform Alternatives Analysis
Analysis of Alternatives Army Discussion
Show in Main Results Window

Results in the BPCh (27)

Trade Studies
Needs Elicitation
Optimize Verification, Validation and Test (VVT) Strategy
Show in Main Results Window

Results in Ask-A-Professor (500+)

AoA or Business Case Analysis Templates?
How are Value Models used when conducting an Analysis...
What recourse does a PM have if he/she are not satisfied...
Show in Main Results Window

Results in News and Events (3)

News from USJFCOM: Recent Articles
Calendar -- www.GovernmentExecutive.com
Materials and Processes Technology Information Analysis...

Results in the DAU Video Library (0)

No results found

Other Search Engines

OSD ACQWeb	Alta Vista	FastSearch.com	Google (.mil only)
Defense Link	Yahoo!	Google	

The appearance of any of these hyperlinks does not constitute endorsement by the DoD of this web site or the information, products or services contained therein. These links are provided consistent with the stated purpose of this DoD web site.

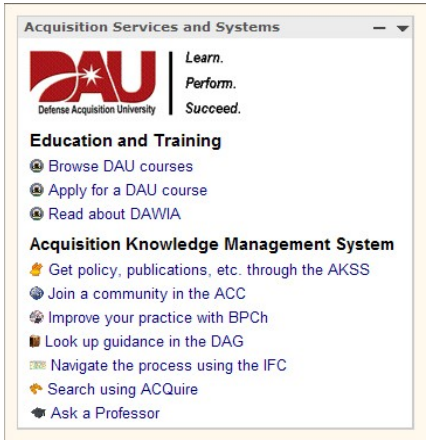
Knowledge Sharing-Lessons Learned

- KM must be integrated into the business of the business
- Leadership at all levels of the enterprise is critical – Need to "Walk the Talk"
- Dedicated human resources - critical for systems development and life cycle asset management
- Powerful IT infrastructure needed for availability, reliability, performance and growth
- Build on and leverage the natural organizations, communities and content you have
- Provide a self-help community of practice system, with "kick start" support team. This is the main knowledge "engine".
- Focus on helping your workforce do their jobs more efficiently and effectively. Focus on "what's in it for them". Incentivize thru awards and rewards.
- Knowledge Sharing is a marathon, not a sprint

What You Could Do For Us

- Help Us Get The Word Out on AKMS
  - New AKMS info site:
    https://acc.dau.mil/at&lkm

- Help Us Identify Your Portal Managers To Discuss Using Our New DAU Info "Service"

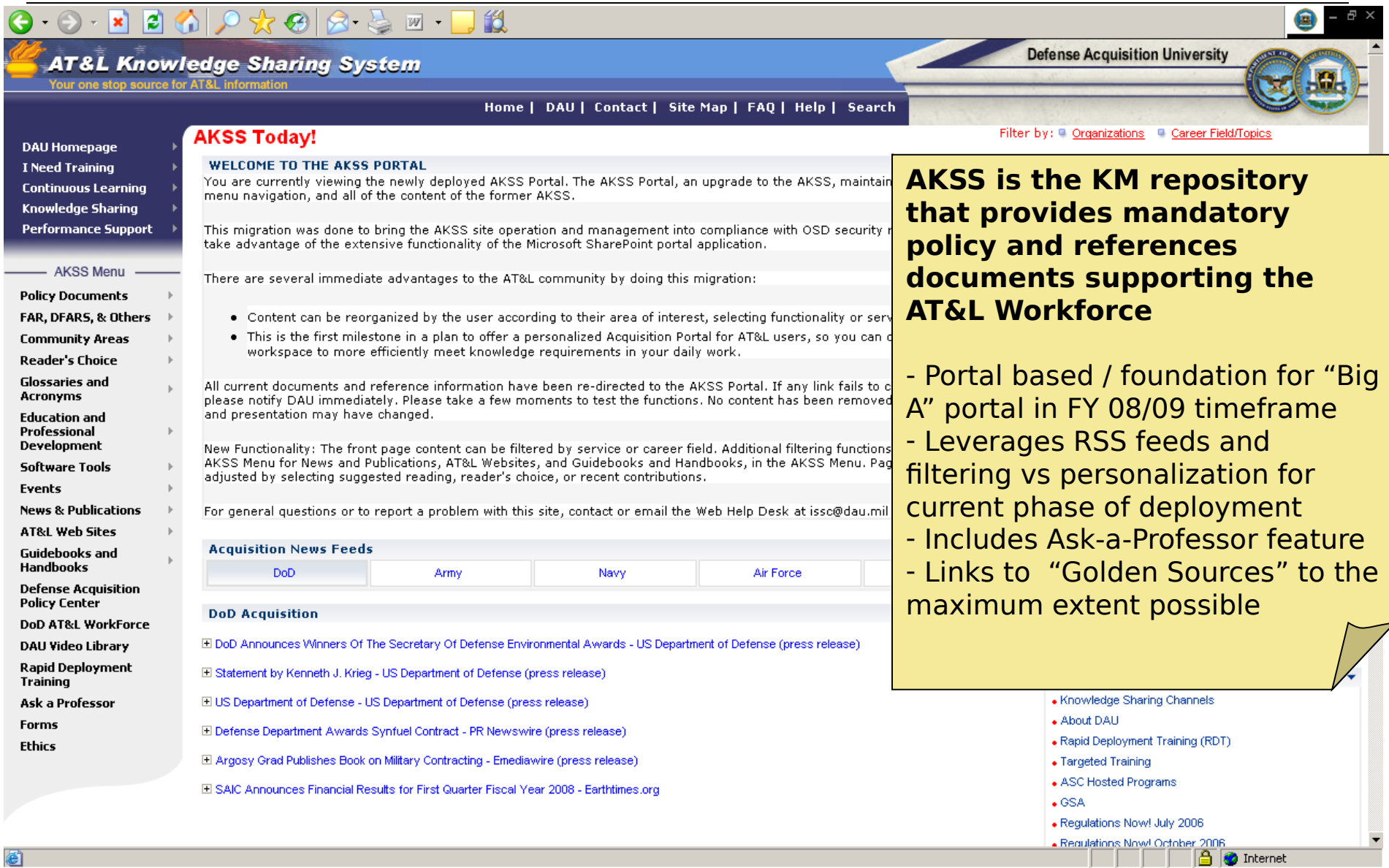


Questions/Suggestions?

AKMS Details

AT&L Knowledge Sharing System

Defense Acquisition University


AT&L Knowledge Sharing System
Your one stop source for AT&L information
Defense Acquisition University
Home | DAU | Contact | Site Map | FAQ | Help | Search
DAU Homepage
I Need Training
Continuous Learning
Knowledge Sharing
Performance Support
AKSS Menu
Policy Documents
FAR, DFARS, & Others
Community Areas
Reader's Choice
Glossaries and Acronyms
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DoD AT&L WorkForce
DAU Video Library
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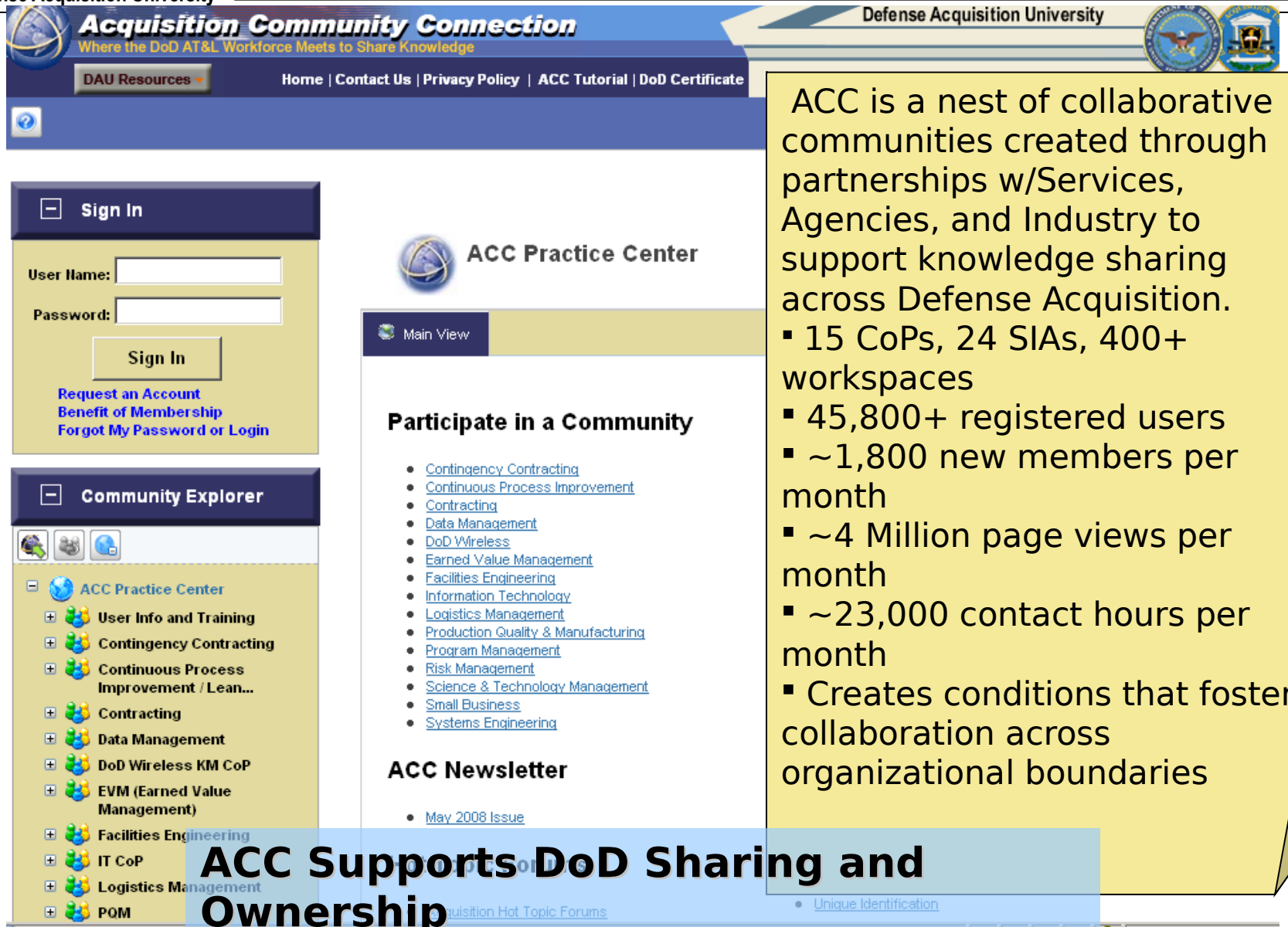
Ask a Professor
Forms
Ethics
AKSS Today!
Filter by: Organizations Career Field/Topics
WELCOME TO THE AKSS PORTAL
You are currently viewing the newly deployed AKSS Portal. The AKSS Portal, an upgrade to the AKSS, maintain
menu navigation, and all of the content of the former AKSS.
This migration was done to bring the AKSS site operation and management into compliance with OSD security
take advantage of the extensive functionality of the Microsoft SharePoint portal application.
There are several immediate advantages to the AT&L community by doing this migration:
Content can be reorganized by the user according to their area of interest, selecting functionality or serv
This is the first milestone in a plan to offer a personalized Acquisition Portal for AT&L users, so you can c
workspace to more efficiently meet knowledge requirements in your daily work.
All current documents and reference information have been re-directed to the AKSS Portal. If any link fails to c
please notify DAU immediately. Please take a few moments to test the functions. No content has been removed
and presentation may have changed.
New Functionality: The front page content can be filtered by service or career field. Additional filtering functions
AKSS Menu for News and Publications, AT&L Websites, and Guidebooks and Handbooks, in the AKSS Menu. Pag
adjusted by selecting suggested reading, reader's choice, or recent contributions.
For general questions or to report a problem with this site, contact or email the Web Help Desk at issc@dau.mil
Acquisition News Feeds
DoD
Army
Navy
Air Force
DoD Acquisition
DoD Announces Winners Of The Secretary Of Defense Environmental Awards - US Department of Defense (press release)
Statement by Kenneth J. Krieg - US Department of Defense (press release)
US Department of Defense - US Department of Defense (press release)
Defense Department Awards Synfuel Contract - PR Newswire (press release)
Argosy Grad Publishes Book on Military Contracting - Emediawire (press release)
SAIC Announces Financial Results for First Quarter Fiscal Year 2008 - Earthtimes.org
Knowledge Sharing Channels
About DAU
Rapid Deployment Training (RDT)
Targeted Training
ASC Hosted Programs
GSA
Regulations Now! July 2006
Regulations Now! October 2006
Internet

AKSS is the KM repository that provides mandatory policy and references documents supporting the AT&L Workforce

- Portal based / foundation for “Big A” portal in FY 08/09 timeframe
- Leverages RSS feeds and filtering vs personalization for current phase of deployment
- Includes Ask-a-Professor feature
- Links to “Golden Sources” to the maximum extent possible

Acquisition Community Connection

Defense Acquisition University



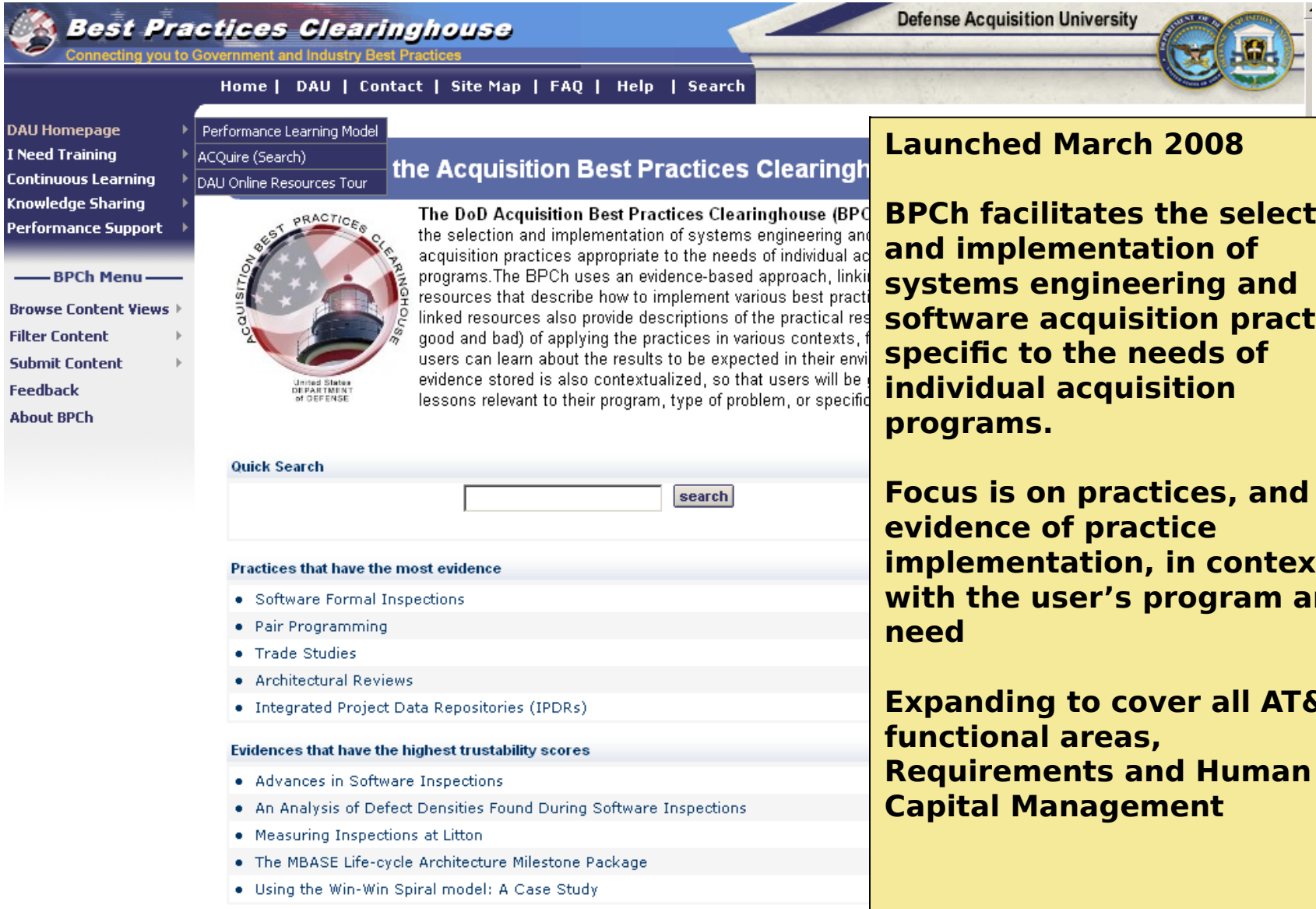
ACC is a nest of collaborative communities created through partnerships w/Services, Agencies, and Industry to support knowledge sharing across Defense Acquisition.

- 15 CoPs, 24 SIAs, 400+ workspaces
- 45,800+ registered users
- ~1,800 new members per month
- ~4 Million page views per month
- ~23,000 contact hours per month
- Creates conditions that foster collaboration across organizational boundaries

ACC Supports DoD Sharing and Ownership

Best Practices Clearinghouse

Defense Acquisition University


Best Practices Clearinghouse
Connecting you to Government and Industry Best Practices
Defense Acquisition University
Home | DAU | Contact | Site Map | FAQ | Help | Search
DAU Homepage
I Need Training
Continuous Learning
Knowledge Sharing
Performance Support
Performance Learning Model
ACQuire (Search)
DAU Online Resources Tour
BPCh Menu
Browse Content Views
Filter Content
Submit Content
Feedback
About BPCh
the Acquisition Best Practices Clearingh
The DoD Acquisition Best Practices Clearinghouse (BPC
the selection and implementation of systems engineering and
acquisition practices appropriate to the needs of individual ac
programs.The BPCh uses an evidence-based approach, linki
resources that describe how to implement various best practi
linked resources also provide descriptions of the practical res
good and bad) of applying the practices in various contexts, f
users can learn about the results to be expected in their envi
evidence stored is also contextualized, so that users will be
lessons relevant to their program, type of problem, or specific
Quick Search
search
Practices that have the most evidence
Software Formal Inspections
Pair Programming
Trade Studies
Architectural Reviews
Integrated Project Data Repositories (IPDRs)
Evidences that have the highest trustability scores
Advances in Software Inspections
An Analysis of Defect Densities Found During Software Inspections
Measuring Inspections at Litton
The MBASE Life-cycle Architecture Milestone Package
Using the Win-Win Spiral model: A Case Study

Launched March 2008

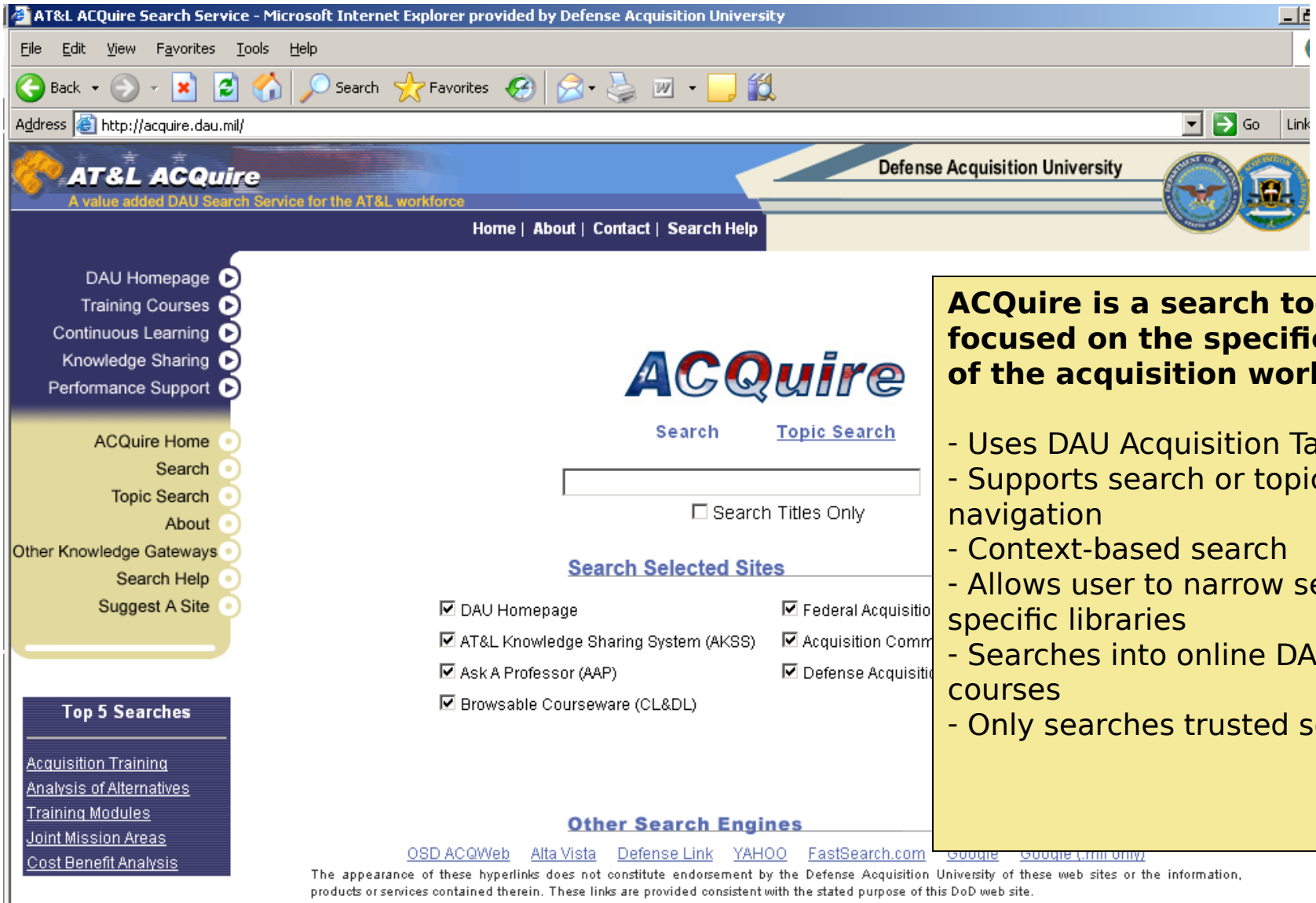
BPCh facilitates the selection and implementation of systems engineering and software acquisition practices specific to the needs of individual acquisition programs.

Focus is on practices, and evidence of practice implementation, in context with the user's program and need

Expanding to cover all AT&L functional areas, Requirements and Human Capital Management

ACQuire Enterprise Search

Defense Acquisition University

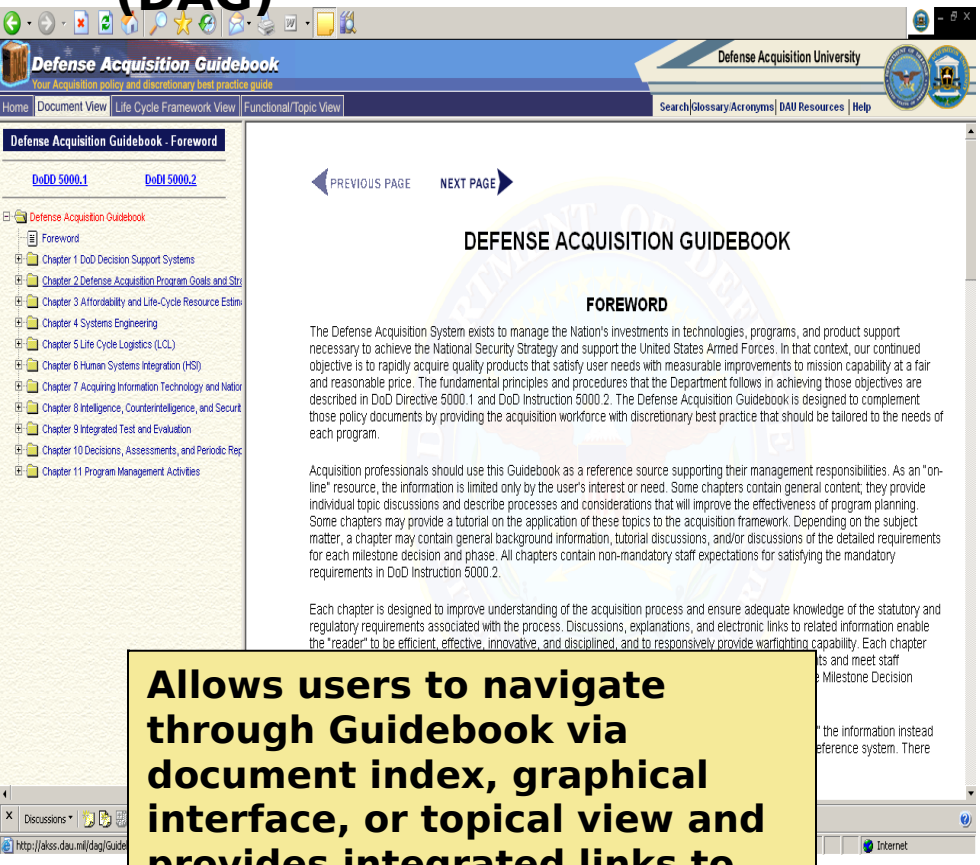


ACQuire is a search tool focused on the specific needs of the acquisition workforce

- Uses DAU Acquisition Taxonomy
- Supports search or topic navigation
- Context-based search
- Allows user to narrow search to specific libraries
- Searches into online DAU courses
- Only searches trusted sources

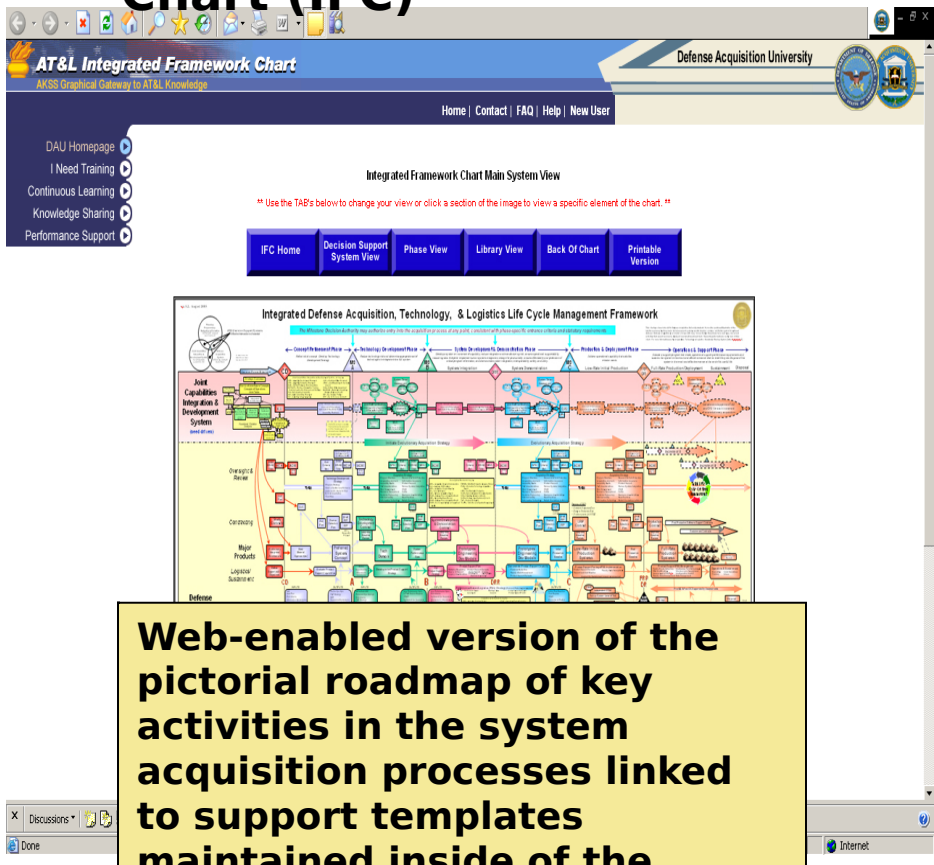
Knowledge Document Gateways

Defense Acquisition Guidebook (DAG)


Defense Acquisition Guidebook
Your Acquisition policy and discretionary best practice guide
Defense Acquisition University
Home
Document View
Life Cycle Framework View
Functional/Topic View
Search
Glossary/Acronyms
DAU Resources
Help
Defense Acquisition Guidebook - Foreword
DoDD 5000.1
DoDI 5000.2
Defense Acquisition Guidebook
Foreword
Chapter 1 DoD Decision Support Systems
Chapter 2 Defense Acquisition Program Goals and Str
Chapter 3 Affordability and Life-Cycle Resource Estim
Chapter 4 Systems Engineering
Chapter 5 Life Cycle Logistics (LCL)
Chapter 6 Human Systems Integration (HSI)
Chapter 7 Acquiring Information Technology and Natior
Chapter 8 Intelligence, Counterintelligence, and Securit
Chapter 9 Integrated Test and Evaluation
Chapter 10 Decisions, Assessments, and Periodic Rep
Chapter 11 Program Management Activities
PREVIOUS PAGE
NEXT PAGE
DEFENSE ACQUISITION GUIDEBOOK
FOREWORD
The Defense Acquisition System exists to manage the Nation's investments in technologies, programs, and product support necessary to achieve the National Security Strategy and support the United States Armed Forces. In that context, our continued objective is to rapidly acquire quality products that satisfy user needs with measurable improvements to mission capability at a fair and reasonable price. The fundamental principles and procedures that the Department follows in achieving those objectives are described in DoD Directive 5000.1 and DoD Instruction 5000.2. The Defense Acquisition Guidebook is designed to complement those policy documents by providing the acquisition workforce with discretionary best practice that should be tailored to the needs of each program.
Acquisition professionals should use this Guidebook as a reference source supporting their management responsibilities. As an "on-line" resource, the information is limited only by the user's interest or need. Some chapters contain general content; they provide individual topic discussions and describe processes and considerations that will improve the effectiveness of program planning. Some chapters may provide a tutorial on the application of these topics to the acquisition framework. Depending on the subject matter, a chapter may contain general background information, tutorial discussions, and/or discussions of the detailed requirements for each milestone decision and phase. All chapters contain non-mandatory staff expectations for satisfying the mandatory requirements in DoD Instruction 5000.2.
Each chapter is designed to improve understanding of the acquisition process and ensure adequate knowledge of the statutory and regulatory requirements associated with the process. Discussions, explanations, and electronic links to related information enable the "reader" to be efficient, effective, innovative, and disciplined, and to responsively provide warfighting capability. Each chapter
Milestone Decision
the information instead
eference system. There
Discussions
Internet

Allows users to navigate through Guidebook via document index, graphical interface, or topical view and provides integrated links to all references mentioned

Integrated Framework Chart (IFC)

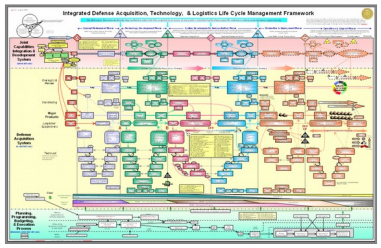

AT&L Integrated Framework Chart
AKSS Graphical Gateway to AT&L Knowledge
Defense Acquisition University
Home | Contact | FAQ | Help | New User
DAU Homepage
I Need Training
Continuous Learning
Knowledge Sharing
Performance Support
Integrated Framework Chart Main System View
** Use the TAB's below to change your view or click a section of the image to view a specific element of the chart. **
IFC Home
Decision Support System View
Phase View
Library View
Back Of Chart
Printable Version
Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework
Discussions
Done
Internet

Web-enabled version of the pictorial roadmap of key activities in the system acquisition processes linked to support templates maintained inside of the Acquisition Community Connection

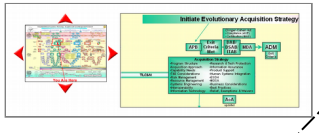
Process Performance & Learning Tools

Closing the "learning – doing" gap

Knowledge Gateway



AT&L Integrated Framework (master process flow)

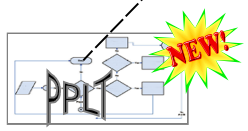


Chart/flow element *"Initiate Evolutionary Acquisition Strategy"*

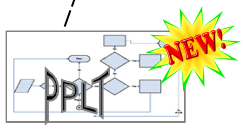
Knowledge Cross-

Mandatory Policy – Public Law and Regulatory
DoD I 5000.2 - Acquisition Strategy
Guidance – Defense Acquisition Guidebook
Defense Acquisition Guidebook Chapter 2.3 - System Acquisition: Acquisition Strategy
Defense Acquisition Guidebook Chapter 2.3.1. - Program Structure
Defense Acquisition Guidebook Chapter 2.3.19. - Additional Acquisition Strategy Topics
Defense Acquisition Guidebook Chapter 2.3.2. - Acquisition Approach
Defense Acquisition Guidebook Chapter 2.3.16.1.2. - Building Competition into Individual Acquisition Strategies
Defense Acquisition Guidebook Chapter 6.3.3.4 - Support Strategy and Acquisition Strategy
Definition/Overview Information
DAU Glossary - Acquisition Strategy
DAU and other DoD Guides, Handbooks, Templates, Etc.
Introduction to Defense Acquisition Management (7th Edition September 2005)
DoD Communities of Practice
ACC/PM Community of Practice - Acquisition Strategy
Examples, Leadership Guidance, Etc.
TBD * but several are expected to be loaded to PMCoP
Training Material
Defense Acquisition Tutorial
DAU "Ask-A-Professor" Database
Ask-A-Professor - Acquisition Strategy

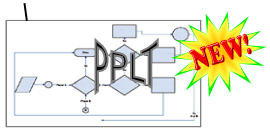
Today…



Building Competition into Acquisition Strategies PPLT



Developing Competitive Elements PPLT



Developing Acquisition Strategy PPLT

PBL Toolkit

Learning

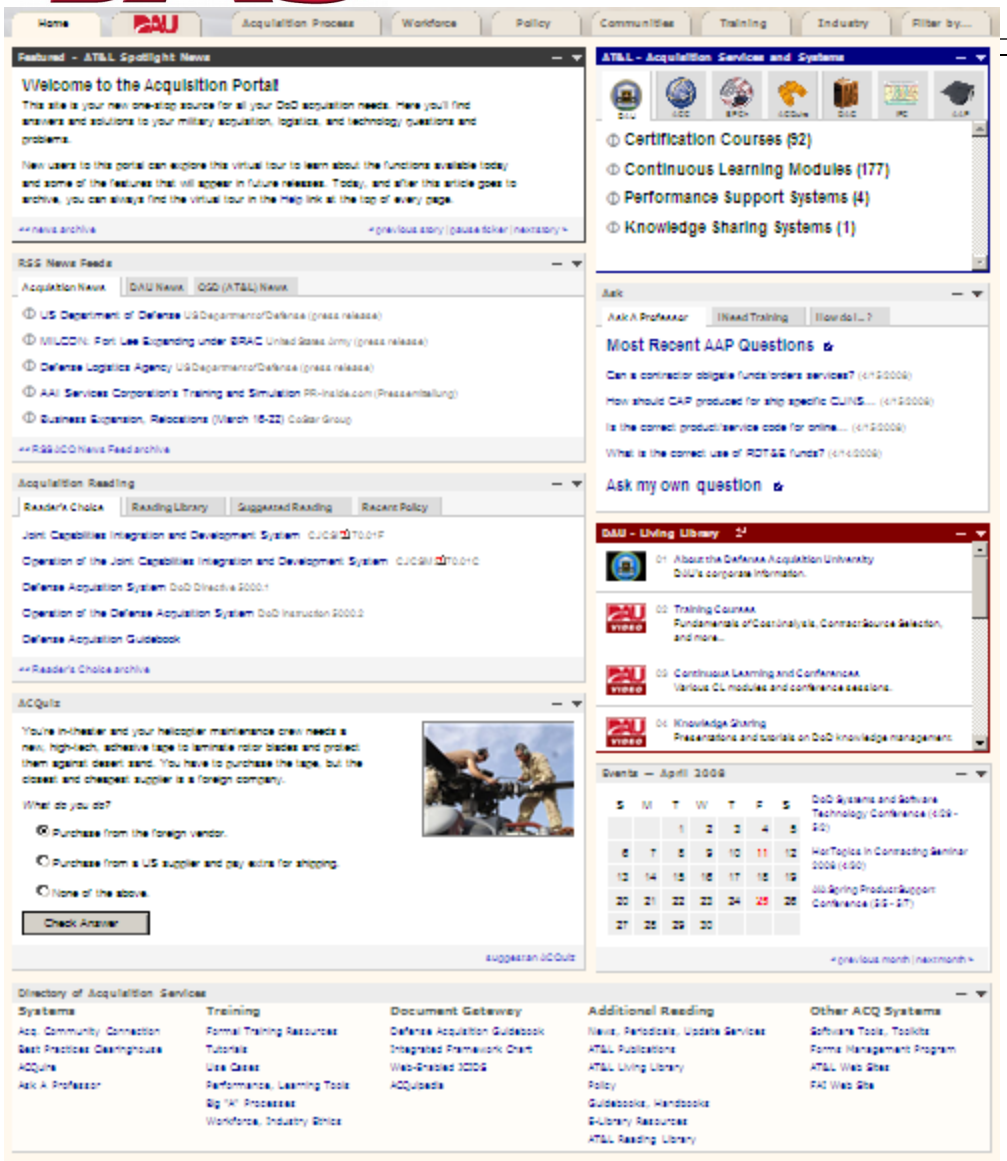
PPLTs close this gap

Doing

Doing

Portal Details

Web Parts on Home Page



- Featured - AT&L Spotlight News
- AT&L - Acquisition Services and Systems
- RSS News Feeds and Tabs
- ASK
- DAU Living Library
- Events
- AT&L - Acquisition Services and Systems
- ACQuiz
- Directory of Acquisition Services

Defense Acquisition University

Learn.
Perform.
Succeed.

DEFENSE AQUISITION PORTAL
Web Parts/Services (Examples)

ABOUT DAU	DAU BUSINESS UNITS	WEBCASTS/VODS/PODCASTS CENTER	FORMAL TRAINING RESOURCES
DAU LEARNING CENTERS OF EXCELLENCE	DAU PERFORMANCE SUPPORT AND RAPID TRAINING	CAREER COMPETENCY MODELS	SIMULATION CENTER
ACQUIPEDIA	GOV/INDUSTRY ACQUISITION NEWS RSS FEEDS	WEB PARTS SERVICES LIBRARY	TUTORIALS
VIDEO LIBRARY	E-LIBRARY RESOURCES	AT&L/DAU SPOTLIGHT NEWS	POLICY
RELATED WEB LINKS	COMMUNITES OF PRACTICE	WORKFORCE/INDUSTRY ETHICS	PERFORMANCE & LEARNING TOOLS
LIVING LIBRARY	BIG A PROCESSES	SOFTWARE TOOLS AND TOOL KITS	PORTAL/WEB SEARCH TOOLS
DEFENSE ACQUISITION GUIDEBOOK	GUIDEBOOKS AND HANDBOOKS	USE CASES	AT&L INTEGRATED FRAMEWORK CHART
AT&L/DAU PUBLICATIONS	SERVICE/COMMAND/AGENCY PORTALS	BEST PRACTICES CLEARING HOUSE	ASK A PROFESSOR

DAU

DoD

Acquisition Process - About

Home | Acquisition Process | Workforce | Policy | Communities | Training | Industry | Filter by...

About... | JCIDS | Defense Acquisition System | PPBE | Requirements

Acquisition Process Policy

DoD Acquisition

Defense Acquisition System
DoD Directive 5000.1

Operation of the Defense Acquisition System DoD Instruction 5000.2

Joint Chiefs of Staff

Joint Capabilities Integration and Development System
CJCSI 3170.01F

Operation of the Joint Capabilities Integration and Development System CSM 3170.01C

PPBE

Integration of the DoD Decision Support System DAG Chapter 1.1

Planning, Programming, Budgeting, and Execution (PPBE) Process
DAG Chapter 1.2

Contracting and Resources
DAG Chapter 8.4.9

T&E Planning Documentation
DAG Chapter 9.6

Services Policies

Army

Army Acquisition Policy AR 70-1

Army Acquisition Procedures
DA PAM 70-3

Navy

DoN Requirements and Acquisition Process Improvements
SECNAVNOTE 5000

Implementation and Operation of the Defense Acquisition System and JCIDS SECNAVINST 5000.2C

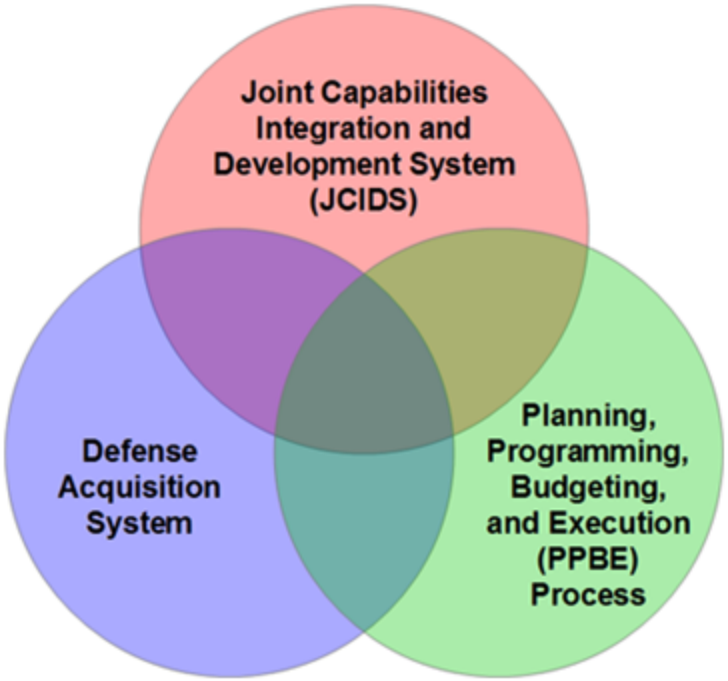
Air Force

Operations of Capabilities Based

Featured - Big "A" Concept and Map

DoD Decision Support Systems

In theory, new weapon systems are delivered as the result of the integrated actions of the three interdependent processes whose operations are held together by the significant efforts of the organizations, workforce, and the industrial partnerships that manage them.


Joint Capabilities Integration and Development System (JCIDS)
Defense Acquisition System
Planning, Programming, Budgeting, and Execution (PPBE) Process

Select any one of the three elements in this image to navigate to the corresponding page of the portal.

Related Systems

Defense Acquisition Guidebook

Integrated Framework Chart

ACQuipedia

Videos and Tutorials

DoD Acquisition Process Tutorial (103 pages)

DoD 5000 Multimedia Brief (12 mins)

JCIDS 3170 Multimedia Brief (17 mins)

BCEFM Video (39 mins)

Directory

Policy Documents

FAR, DFARS, Others

News and Publication

Suggested Reading

Glossary and Acronyms

AT&L Web Sites

Software Tools

Ethics

Forms

Acquisition - JCIDS

Home | Acquisition Process | Workforce | Policy | Communities | Training | Industry | Filter by...

About... | JCIDS | Defense Acquisition System | PPBE | Requirements

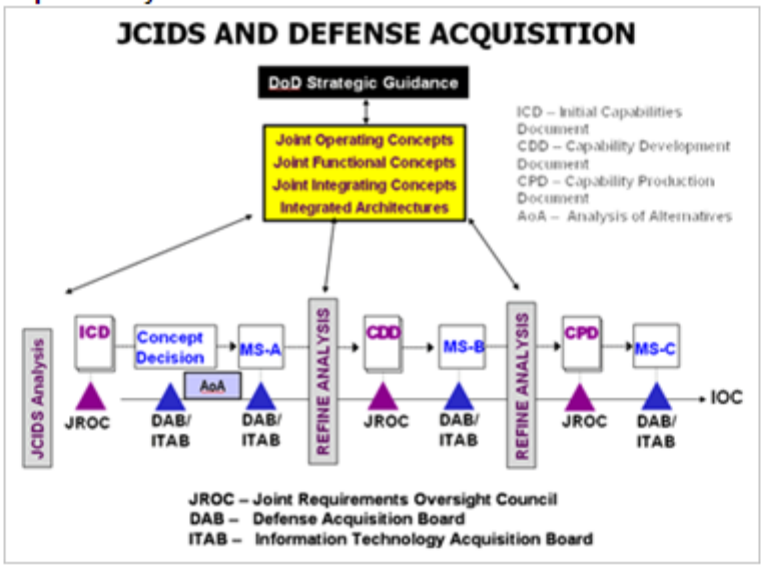
Featured - JCIDS Process

Joint Capabilities Integration and Development System

The Joint Capabilities Integration and Development System (JCIDS) is a joint-concepts-centric capabilities identification process that allows joint forces to meet future military challenges. The Joint Capabilities Integration and Development System process assesses existing and proposed capabilities in light of their contribution to future joint concepts. Joint Capabilities Integration and Development System, supported by robust analytic processes, identifies capability gaps and potential solutions. While Joint Capabilities Integration and Development System considers the full range of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) solutions, for purposes of this Guidebook, the focus remains on the pursuit of "materiel" solutions.

JCIDS CJCSI 3170.01F

JCIDS Operation CJCSM 3170.01C



Related Systems

Defense Acquisition Guidebook

Integrated Framework Chart

ACQuipedia

Videos and Tutorials

DoD Acquisition Process Tutorial (103 pages)

DoD 5000 Multimedia Brief (12 mins)

JCIDS 3170 Multimedia Brief (17 mins)

BCEFM Video (39 mins)

DAU - JCIDS Training

Certification Courses

ACQ101 - Fundamentals of Systems Acquisition Management

ACQ201 - Intermediate Systems Acquisition Course

CON112 - Mission Performance Assessment

CON111 - Mission Strategy Execution

LOG101 - Acquisition Logistics Fundamentals

JCIDS Articles Online

DoD Model Program for Maintenance Control and Planning

DoD Operational Requirement and Systems Concepts Generation Processes: A Need for More Improvement

DoD Requirements Management Competencies Summary

JCIDS Brief

SECNAV Notice 5000 on DoN Requirements

JCIDS Best Practices

Systems Engineering Fundamentals Procedure for Requirement Analysis

Trade Studies

Utility Curve Methodology

Requirements Allocation Sheet

Systems Engineering Plan Preparation Guide

JCIDS Questions in Ask A Professor

Can the requirement for payment/performance bonds be waived for a

Acquisition Process – Defense Acquisition System

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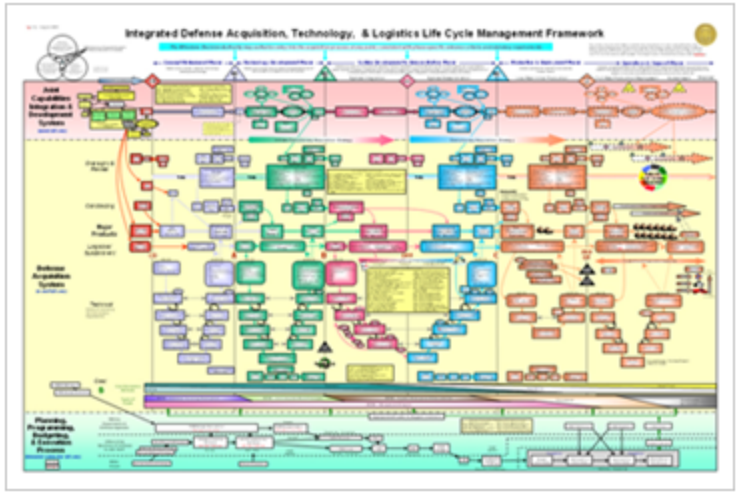
About.. | JCIDS | **Defense Acquisition System** | PPBE | Requirements

Featured - Defense Acquisition System Process

DoD 5000 Defense Acquisition System

The Defense Acquisition System is the management process that guides all DoD acquisition programs. DoD Directive 5000.1, The Defense Acquisition System, provides the policies and principles that govern the defense acquisition system. DoD Instruction 5000.2, Operation of the Defense Acquisition System, in turn establishes the management framework that implements these policies and principles. The Defense Acquisition Management Framework provides an event-based process where acquisition programs proceed through a series of milestones associated with significant program phases. Details on the milestones and program phases are found in section 3 of the instruction. The instruction also identifies the specific statutory and regulatory reports and other information requirements for each milestone and decision point.



Defense Acquisition System
DoD Directive 5000.1

Operation of the Defense Acquisition System
DoD Instruction 5000.2

Related Systems

Defense Acquisition Guidebook | Integrated Framework Chart | ACQuipedia

Videos and Tutorials

- DoD Acquisition Process Tutorial (103 pages)
- DoD 5000 Multimedia Brief (12 mins)
- JCIDS 3170 Multimedia Brief (17 mins)
- BCEFM Video (39 mins)

DAU - Related Training

Certification Courses

- ACQ101 - Fundamentals of Systems Acquisition Management
- ACQ201 - Intermediate Systems Acquisition Course
- CON237 - Simplified Acquisition Procedures
- LOG101 - Acquisition Logistics Fundamentals
- LOG200 - Intermediate Acquisition Logistics
- SAM101 - Basic Information Systems Acquisition

Continuous Learning

- Simplified Acquisition Procedures (CLC005)
- Essentials of Interagency Acquisitions (CLC030)

Directory

Policy Documents | FAR, DFARS, Others | Software Tools | Guidebooks and Handbooks | AT&L Web Sites | News, Periodicals, Update Services | Forms Management Program | Defense Acquisition Policy Center | DAU Video Library

DPAP Events | Glossaries and Acronyms | Ethics in Acquisition | Ask a Professor | Reader's Choice | AT&L Reading Library | Suggested Reading | Federal Links

Acquisition - PPBE

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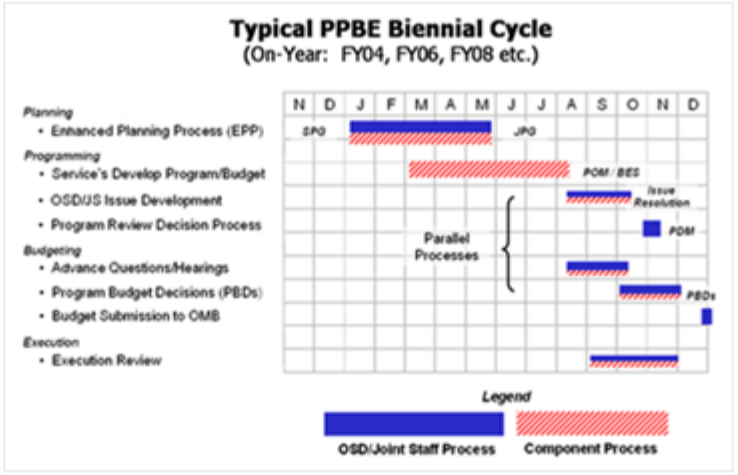
About.. | JCIDS | Defense Acquisition System | PPBE | Requirements

Feature - PPBE Process

Budgeting

The budgeting phase of PPBE occurs concurrently with the programming phase; each DoD Component submits its proposed budget estimate simultaneously with its POM. The budget converts the programmatic view into the format of the Congressional appropriation structure, along with associated budget justification documents. The budget projects resources only two years into the future, but with considerably more financial details than the POM. Upon submission, each budget estimate is reviewed by analysts from the office of the Under Secretary of Defense (Comptroller) and the Office of Management and Budget (OMB). The purpose of their review is to ensure that programs are funded in accordance with current financial policies, and are properly and reasonably priced...



The DoD Decision Support System — DAG Chapter 1.1

PPBE Process — DAG Chapter 1.2

Contracting and Resources — DAG Chapter 8.4.9

T&E Planning Documentation — DAG Chapter 9.6

Related Systems

Defense Acquisition Guidebook

Integrated Framework Chart

ACQuipedia

Videos and Tutorials

- DoD Acquisition Process Tutorial (103 pages)
- DoD 5000 Multimedia Brief (12 mins)
- JCIDS 3170 Multimedia Brief (17 mins)
- BCEFM Video (39 mins)

DAU - Related Training

Certification Courses

BCF103 - Fundamentals of Business Financial Management

Continuous Learning

- A-76 Competitive Sourcing Overview (CLC037)
- Budget Policy (CLB011)
- Congressional Enactment (CLB010)
- Contractual Incentives (CLC018)
- Cost Estimating (CLM016)
- Introduction to Earned Value Management (CLB016)
- Introduction to Reducing Total Ownership Costs R-TOC (CLM021)
- Performance Measurement Baseline (CLB017)
- Planning, Programming, Budgeting, and Execution (PPBE) and Budget

PPBE Web Sites

DoD Web Sites

- Financial Management Information Center
- DoD Financial Management Regulation DoD 7000.14-R
- A Review of the Bona Fide Need Rule
- Fiscal Law Course Overview
- Fiscal Law Course Deskbook
- Small Business Innovation Research Program
- Defense Finance and Accounting Service

PPBE Best Practices

- Evolutionary Acquisition Strategy
- Team/Personal Software Process
- Earned Value Management
- Continuous Improvement
- Technical Performance Measurement

PPBE Questions in Ask A Professor

- Where can I find Information on the PPBE process?
- Which FY budget will be impacted by the next QDR?
- In what documents are the Components' cost and programmed budget to be included?
- What percentage of a project's budget should be allocated to project management?

Workforce - Homepage

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WorkForce Links

Service Links

US Army Acquisition Support Center
DoN Research, Development, and Acquisition - Career Management
Air Force Acquisition - Career Opportunities

Other DoD Links

Defense Agency Director, Acquisition Career Management
Brochures and Publications
Acquisition Workforce Personnel Demonstration
National Security Personnel System

Leadership Training

APEX
CAPSTONE
Defense Leadership and Management Program
Executive Leadership Development Program
OPM Management Development Centers
Stennis Center for Public Service

Career Planning

DoD and Federal Career Planning

America's Job Bank
Defensejobs.com
Govtjobs.com
Presidential Management Fellows Program
USAJobs

Non-Government Career Planning

Career Development eManual

Featured - New Items of Interest

Core Plus is Here for FY 2008

Core Plus represents an enhanced career field certification and development framework designed to guide acquisition professionals to competency development beyond the minimum standards required for certification, based on specific types of assignments within an acquisition function/career field. Learn more or view the Core Plus Q&A Video.

Career Field Certification Standards for FY 2008

Concurrent with the implementation of Core Plus, some on the career field Functional Integrated Product Teams (FIPTs) have also made some modifications to the training requirements associated with their core certification standards. These will be published in the 2008 DAU Catalog. Plan ahead - review them now!

New AT&L Human Capital Strategic Plan

The AT&L Human Capital Strategic Plan (version 3.0, June 2007) has been published. In addition to the original five goals for AT&L human capital management, the plan incorporates a sixth goal entitled "Recruit, develop and retain a mission-ready workforce through comprehensive talent management." Learn more.

New Program Systems Engineer Career Path

The Under Secretary of defense for Acquisition, Technology and Logistics approved a restructuring of the Systems Planning, Research, Development and Engineering Career field to incorporate a third career Path – Program systems Engineer (SPRDE-PSE). The SPRDE-PSE career path becomes available for assignment to AT&L positions effective on 1 October 2007. Learn more.

AT&L - Workforce Policy and Guidance

DoD Directive 5000.52
12 January 2005

DoD Instruction 5000.55
1 November 1991

DoD Instruction 5000.66
21 December 2005

AT&L Workforce Desk Guide
10 January 2006

AT&L Memo - Key Leadership Positions
1 May 2007

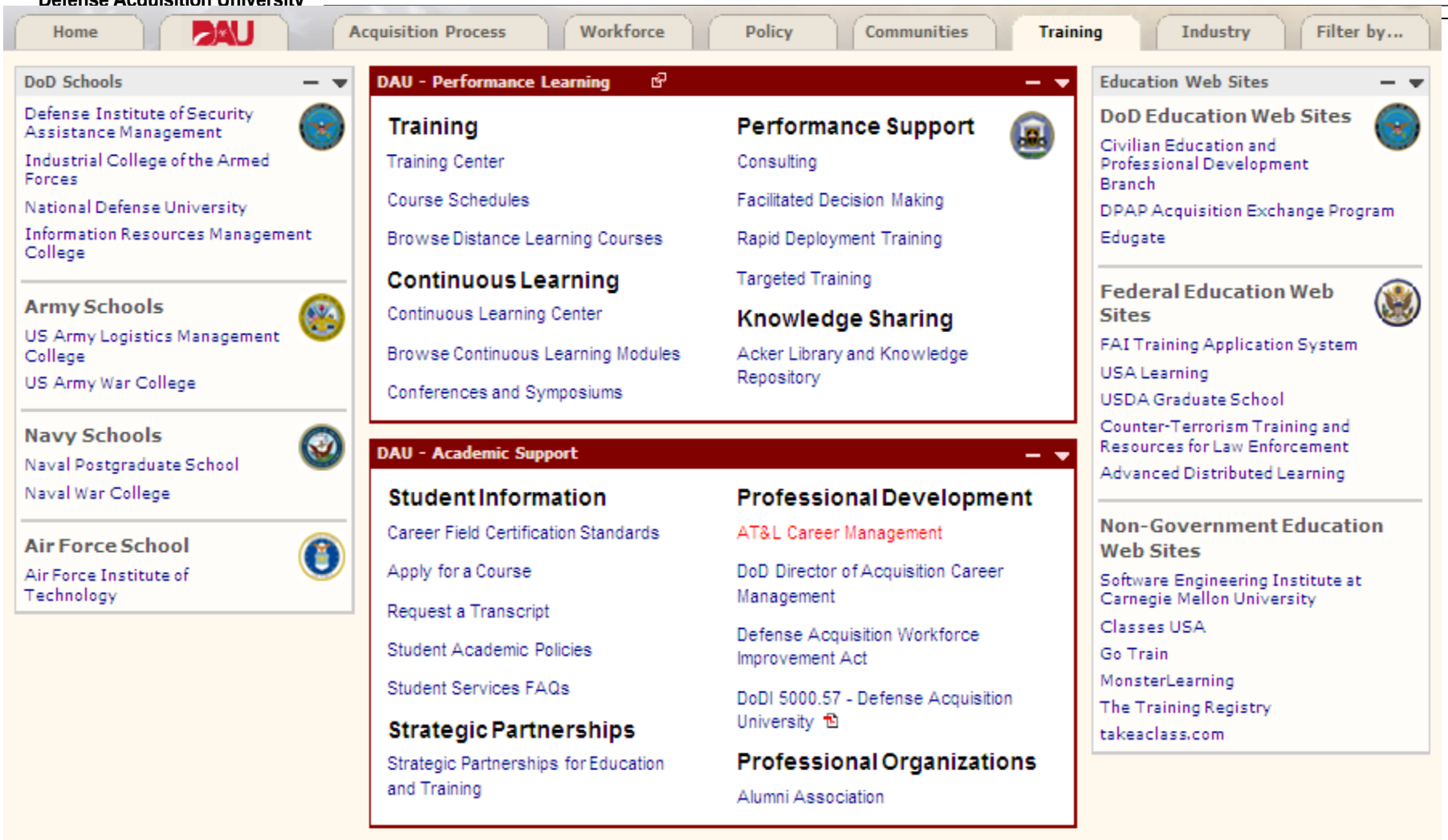
AT&L Memo - SPRDE-PSE Implementation
1 May 2007

DAU - Workforce Reference Material

Professional Organizations

Aerospace Industries Association of America, Inc.
American Institute of Aeronautics and Astronautics
American Management Association
American National Standards Institute
American Production and Inventory Control Society
American Society for Quality
American Society for Testing and Materials
American Society of Transportation and Logistics
Association for the Advancement of Cost Engineering
Council of Logistics Management
Electrical Generating Systems Association
Electronic Industries Alliance
Federally Employed Women
Institute for Interconnecting and Packaging Electronic Circuits
Institute of Electrical and Electronics Engineers
Institute of Environmental Science and Technology
Institute of Industrial Engineers
Institution of Engineers, Australia
International Association for Continuing Education and Training
International Council on Systems Engineering
Logistics Officer Association
LOGTECH
National Contract Management Association
National Defense Industries Association
National Property Management Association
Project Management Institute

Training - Homepage



Industry - Homepage

Featured - Industry News

Defense Industry Support

U.S. Military superiority cannot be maintained without the active cooperation of the private sector, which today controls a greater share of critical U.S. resources than in the past. At the same time, the health of U.S. industry is dependent on the Department of Defense to maintain the security and freedom to continue to do business as usual.

Top 10 World-Wide Defense Contractors, 2007

Rank	Name	Country	2006 Rank	Defense Revenue	% of total revenue
1	Lockheed Martin	United States	1	$36,090,000	91.0%
2	Boeing	United States	2	$30,800,000	50.0%
3	BAE Systems	United Kingdom	4	$25,070,000	93.0%
4	Northrop Grumman	United States	3	$23,649,000	78.4%
5	Raytheon	United States	5	$19,500,000	96.1%
6	General Dynamics	United States	6	$18,769,000	78.0%
7	EADS	European Union	7	$13,202,000	25.4%
8	L-3 Communications	United States	13	$9,989,000	80.1%
9	Finmeccanica	Italy	11	$9,057,000	55.0%
10	United Technologies	United States	12	$7,652,000	16.0%

Source: DefenseNews

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Industry Articles Online

Recent Industry Articles

European Diversification and Defense Market Guide, Bureau of Industry and Security

Defense Market Research, Infoshop

Defense Market Research Reports, Market Research

Defense Market Case Studies, STS Research Group

Lean Manufacturing, Superfactory

Past Industry Articles

The RFID Aerospace and Defense Market, ABI Research, 2006

Industry Websites

Acquisition Central: Provider Outreach Survey
http://www.acqnet.gov/DRAFTProviderwebpage.mht

Acquisition Central: Vendor of Goods and Services Survey
http://www.acqnet.gov/DRAFTvendorSurveywebpage.mht

Aerospace Industries Association
http://www.aia-aerospace.org/

Air Force Technology
http://www.airforce-technology.com/

Army Technology
http://www.army-technology.com/

BuyAccessible
http://www.buyaccessible.gov/

Central Contractor Registration
http://www.ccr.gov/

Excluded Parties List System
http://www.epls.gov/

Federal Business Opportunities (FedBizOpps)
http://www.fbo.gov/

Integrated Dual-use Commerical Companies
http://www.idcc.org/

Naval Technology
http://www.naval-technology.com/

Past Performance Information Retrieval System
https://www.ppirs.gov/

SBA Dynamic Small Business Search
http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm

Wage Determinations Online
http://www.wdol.gov/

Industry Associations

Association of Old Crows
https://www.myaoc.org/

Association of Procurement Technical Assistance Centers
http://www.aptac-us.org/

CommerceNet
http://www.commerce.net/

Council of Defense and Space Industry Associations
http://www.codsia.org/

Defense Industry Initiative on Business Ethics and Conduct
http://www.dii.org/

Electronic Industries Alliance